



# Chesterfield County, Virginia announces the recruitment for the position of County Administrator

A great place to  
**live**



**work**



**play**



**and learn**



## Living, Learning, Working and Playing in Chesterfield County

### Strategic Location

Chesterfield County is ideally located in the mid-Atlantic region of the United States. This strategic location on the eastern seaboard is a valuable asset. It puts local businesses halfway between the markets of the north and south, within a one-day commute of 50 percent of the U.S. population, 65 percent of the nation's manufacturing operations, and 60 percent of the corporate headquarters in the country.



Chesterfield County is part of the Richmond/Petersburg Metropolitan Statistical Area and is bounded by the cities of Richmond, Petersburg, Hopewell and Colonial Heights. Situated between the James and Appomattox rivers, Chesterfield's land area totals 446 square miles and consists of a pleasant mix of suburban communities that are within a two-hour drive of Virginia beaches, the Blue Ridge Parkway and Washington, D.C.

Chesterfield County is the largest locality in the Richmond/Petersburg MSA and the fourth largest county in Virginia. Growth is expected to continue in Chesterfield that will result in a projected increase of more than 75,000 persons by 2040. As of January 1, 2016, the county had approximately 337,000 residents. About 69.3 percent of the population is White, 22.7 percent is Black or African American, 7.6 percent is Hispanic or Latino, 3.5 percent is Asian and 2.5 percent is classified as "some other race." The median age of a county resident is 38 years.

Chesterfield's climate provides generally mild winters and warm, humid summers. An average year provides 206 clear days and 114 days of precipitation (including 10 inches of snow). January has an average temperature of 27 degrees and July has an average temperature of 89 degrees.

### Safety and Security

Public safety is a top priority for Chesterfield. Police, Fire & EMS, Sheriff, and Emergency Communications Center work in partnership to provide a safe and secure community, which preserves the highest quality of life for our residents. Chesterfield County is also proud of its progressive juvenile justice system, which works in conjunction with the criminal justice system, to help ensure public safety while supporting rehabilitation.

Chesterfield is devoted to ensuring the safety and security of the community through prevention, readiness and professional response, which require appropriate public safety staffing levels. The 2016 public safety workforce statistics include:

- Police department has 606 full-time employees.
- Fire & EMS department has 496 full-time employees.
- Sheriff's Office has 259 full-time employees.
- Emergency Communications Center has 75 full-time employees.

The county's public safety workforce is among the best in the nation. Recruitment and retention of quality public safety professionals is an ongoing priority, particularly with 21 percent being eligible for retirement in the next three months.

### Educational Excellence

Education is another top priority in Chesterfield. The county is responsible for its own public school system under the direction of an elected school board. With more than 59,000 students, it is the largest school system in the area and has established innovative, state-of-the-art programs to challenge all students at all levels.

### Financial Integrity and Stability

Chesterfield County is one of fewer than 25 counties in the nation to hold **AAA ratings from all three major bond rating agencies**. This status reflects exceptional management of financial operations and conservative fiscal policies. The Chesterfield County Utilities Department is one of only a few water and wastewater utilities in the nation to have achieved **AAA ratings on its revenue bonds from the three top rating services**. The highest of bond ratings recognizes the Utilities Department's excellent financial profile, low debt burden, manageable capital plan and affordable rates as the keys to the department's success.

The county holds both the **Award for Distinguished Budget Presentation** and the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association. The FY2016 budget for the county totals \$1.3 billion, with the two largest components of the budget being the county's general fund (\$785.6 million) and the school fund (\$637.2 million). The county's net assets of approximately \$1.8 billion are distributed throughout the county.

## Accessibility

### Transportation and Commerce

Chesterfield County's road system is a model of efficiency and convenience, with the county's main business corridors providing easy access to I-95, I-295, I-85 and I-64. The interstate and beltway system within the county can handle today's traffic flow without the gridlock experienced in other metro areas. The Chesterfield County Airport is the executive gateway into and out of the Greater Richmond area, and business and personal fliers have long preferred the county's



airport for its convenience and personal attention. Also easily accessible is the Richmond International Airport. Rail services, including CSX and Amtrak, are readily ac-

cessible, no matter where you live or work in the county; and, in addition to deep-water industrial sites within the county, the Ports of Richmond and Virginia are within easy reach.

### Digital Community

Chesterfield placed first on the Digital Counties Survey for the third time in the past six years. The county has been named among the top 10 counties nationwide five times in the past six years. This award recognizes Chesterfield's innovation in the use of technology to proactively address resident needs and expectations. As a digital county, Chesterfield recognizes that technology strengthens and connects the community.



### Leaders in Healthcare

Chesterfield County residents have access to exceptional medical care, with leaders in the healthcare and medical research industry. There are more than 2,000 physicians, 4,000 hospital beds, a trauma center, a major cancer center and a major medical school in the region.

## Caring Community

- With a growing aging population, Chesterfield County recognizes that older adults want to live active and independent lives. The county offers a valuable resource, The Senior Advocate Office, which serves residents, ages 60 and older, their family members and caregivers and provides information and referral services related to aging, caregiving and disabilities. The county is a collaborative partner working with other organizations to meet the needs of older residents.

- The county has a long-term commitment to reinvesting in its older communities and commercial areas to help maintain the vitality and high quality of life known within Chesterfield County. The school-based revitalization approach targets public investment in older schools, as well as supporting capital and community improvement projects in surrounding areas. In 2013, Chesterfield County voters approved a \$304 million bond referendum to support school facility improvements.
- The county has been recognized as one of the 100 Best Communities for Young People because of its efforts to ensure that young people graduate high school and go on to lead healthy, productive lives. These efforts are advanced through the Communities in Schools mentoring program and the Chesterfield Youth Services Citizen Board, which provides young leaders with the opportunity to have a voice regarding youth related issues by planning programs and offering policy recommendations to the Board of Supervisors.

## Life Long Learning

### County Residents

Chesterfield County Public Library (CCPL) is an award-winning 10-branch suburban public library system that annually helps hundreds of thousands of residents transform information into usable knowledge through a hands-on learning approach. This transformative learning experience enables residents of all ages to work with professional staff who provide access to up-to-date material collections in a variety of formats; aid in the use of hands-on, self-service digital resources and networks that allow residents to expand their knowledge base; and assist them in finding and interpreting information. In addition, the county's 10 library branches provide meeting space for hundreds of community organizations every year, and programs and events see over 60,000 attendees. The library also features small business centers, makerspaces, and serves as an important resource in disaster relief and preparedness.

### County Employees

Chesterfield is currently among the leaders of local governments providing in-house development opportunities for 4,256 county government employees and 7,532 schools employees. Investing in the staff's professional development has produced an outstanding workforce that consistently delivers quality services in an efficient manner. Grounded in the county's mission, the Learning & Performance Center provides a wide variety of developmental opportunities to county employees while offering consulting services to enhance organizational effectiveness. Services focus on eight core competencies that enhance career development; reinforce employee performance expectations; drive the business strategy in departments; and encourage continual improvement of services to the residents and other customers of the county.

## Award Winning County

- Chesterfield County received **10 achievement awards from the National Association of Counties (NACo)** in 2015.
- In 2014, Chesterfield County achieved a ranking of **22 on Training Magazine's Top 125** employers in the nation that provide outstanding employee development opportunities.
- In 2012, for the sixth time, Chesterfield County was designated as one of the **100 Best Communities for Young People** by America's Promise-The Alliance for Youth.
- Chesterfield County received the **Diversity All Star Award** from the Greater Richmond Chamber of Commerce and the Richmond Human Resource Management Association in 2006.
- In 2004, Chesterfield County was selected as the **17th Best Place to Live in America** by American City Business Journal.
- Chesterfield County received the **Award for Continuing Excellence (ACE)** in 2004.
- In 1994, the county received the **Gold Medallion Senate Productivity Award**.



## Chesterfield County Government

Chesterfield County provides complete local government services, including public water and sewer utilities, mental health support services, fire and emergency medical services, sheriff and police protection. The county contains no incorporated cities or towns. It is divided into five magisterial districts, each of which is represented by one supervisor elected to serve four years.

These officials form the Board of Supervisors, the legislative body of the county. The Board of Supervisors elects a chairman from its membership for a one-year term. The Board appoints the County Administrator, who serves as the county's chief administrative officer under the board's direction.

The Board of Supervisors is responsible for establishing local public policy, raising local resources for the support of public programs, and overseeing the conduct of the county's affairs through its appointed administrative officials. County government, as a political subdivision of the state, also assists in the local implementation of state laws and programs.

## Chesterfield County Board of Supervisors



**Steve A. Elswick**  
Chairman  
Matoaca District



**Dorothy Jaeckle**  
Vice-Chairman  
Bermuda District



**Christopher Winslow**  
Clover Hill District

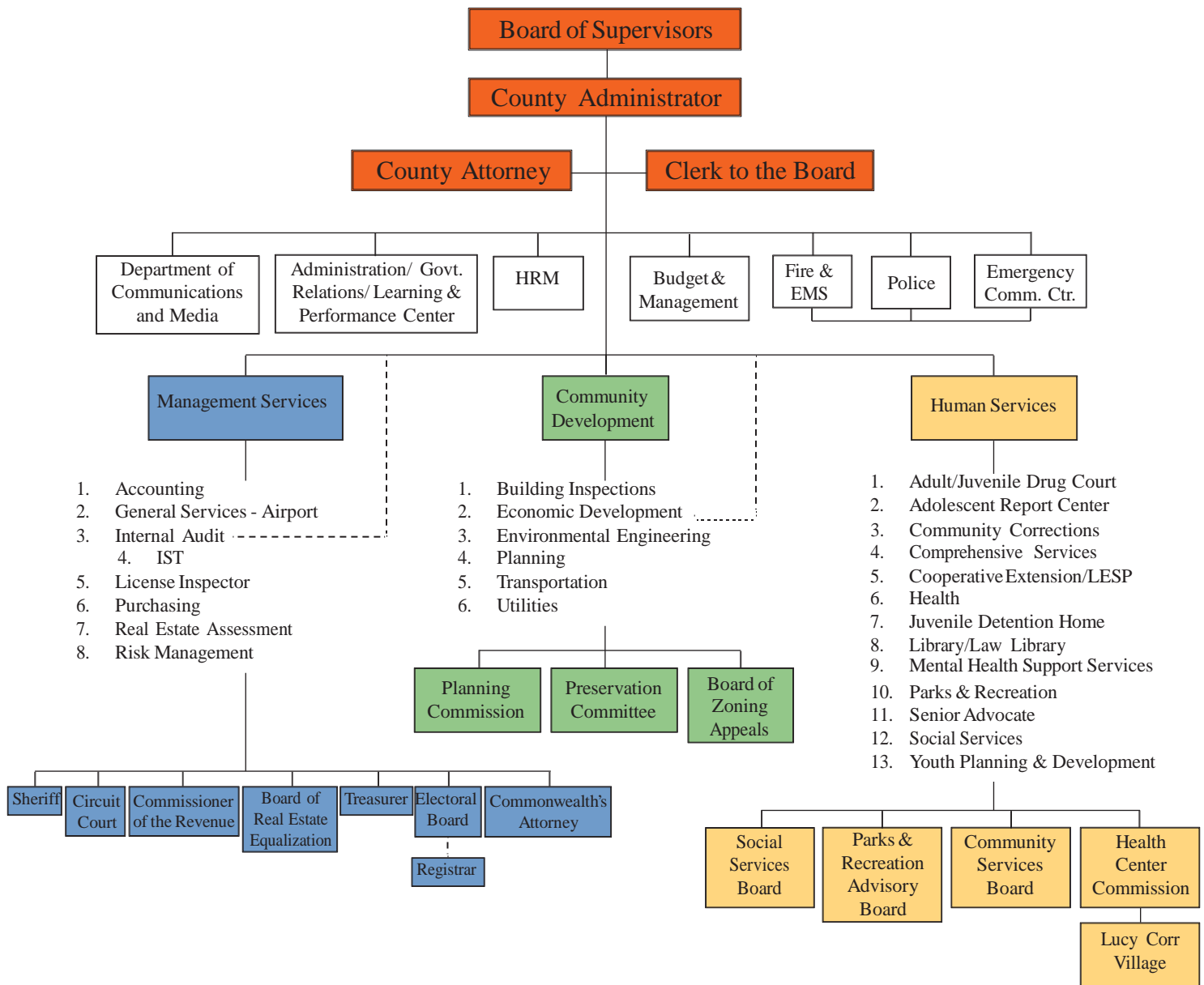


**James "Jim" Holland**  
Dale District



**Leslie Haley**  
Midlothian District

## Chesterfield County Organizational Structure



## Chesterfield County Strategic Plan

### Mission

Providing a FIRST CHOICE community through excellence in public service

### Vision

To be an extraordinary and innovative community in which to live, learn, work and play

### Values

Results, Innovation, Service, Ethics

**blueprint**  
CHESTERFIELD



**Model for excellence in government**



**Safety and Security**



**Economic prosperity and educational excellence**



**Healthy living and well-being**



**Thriving communities and environmental stewardship**



## The Position

### County Administrator

The County Administrator leads the operations of the county government and its 4,200 full and part-time employees to meet the needs of the residents of Chesterfield County. The Administrator advises members of the Board of Supervisors, recommends policies, and sets priorities for consideration by the Board concerning the provision of programs and services that provide the highest quality of life to county residents. The County Administrator ensures compliance with federal, state and local laws and ordinances and maintains open communication with various sectors of the community such as the legislative delegation, business community, area governments, and county residents.

## The Ideal Candidate

The ideal candidate will have local government experience and show a high level of interest and successful achievement in public sector management. Experience will include demonstrated success in economic and community development, all aspects of growth, redevelopment of existing neighborhoods, working with and understanding the needs of existing industry, and building Board, regional, and community consensus.

## Professional Skills and Management Style

The successful candidate will be able to take a vision and turn it into reality, while remaining aligned with the county's goals and also aligning employees with those goals to keep everyone moving in the same direction. The professional skills and management style needed to accomplish this include:

- Willing to be the visible leader of staff and clearly understands the role of the County Administrator as a leader
- Develops and maintains good relations with Board members, regional leaders, community groups and residents
- Understands diversity, ability to communicate with sensitivity and genuineness
- Strong and enthusiastic in presenting ideas
- Analytical, yet respectful and open to other ideas
- Self starter, hardworking, and a producer
- Team builder and a people person that inspires others
- Skilled communicator
- Fair in approach to decision making, yet firm in application of policies, rules and laws
- Ability to manage with confidence and courage to do what's right, even in the face of adversity
- Flexible and able to adjust to changing leadership within a changing community
- Strategic planner/thinker, visionary, able to see the 'big picture'
- Organized, timely and transparent in response to requests for information

## Personal Traits

A hallmark of the organization and one of its core values is ethical behavior; therefore, it is demanded in its leaders. The ideal candidate for this position will also possess these personal traits:

- Honest, trustworthy, open and candid
- Accessible and approachable
- Proactive in dealing with issues
- Good listener, able to interpret and respond to Board members and resident concerns
- Compassionate
- Self confident, tactful, discrete, diplomatic
- Personable with an appropriate sense of humor
- Consensus builder
- Apolitical

## Performance and Expectations

### Administrative Ability

Must have demonstrated performance in working with staff to build consensus and the ability to select well qualified and motivated division heads. Excellent communication skills are required, including the ability to listen to and communicate with various segments of the community, while developing a strong relationship with the business community. The County Administrator must be willing to devote whatever time is necessary to achieve the goals and guidelines established by the Board of Supervisors. Knowledge of how to effectively use existing community resources and strong leadership qualities are extremely important.

### Budget and Finance

Should have demonstrated prior experience in successfully managing a county or municipal budget with emphasis on efficient utilization of fairly static resources. Must have knowledge of creative financing mechanisms and experience in identifying solutions related to complex capital and operational issues.

### Human Resource Management

Must be able to communicate the local government's goals and needs to division heads and county employees and demonstrate fairness in dealing with staff. Should be able to motivate and inspire employees, instilling in them the "higher purpose" in their jobs. Must have demonstrated a commitment to teambuilding, equal employment opportunity, diversity, training and upward mobility of staff.

**Economic Development**

Must have demonstrated skills in successfully initiating and completing economic development projects in a changing suburban setting. Must have demonstrated experience in attracting and retaining business and industry. Expected to build on recent economic development successes such as the recruitment of Tranlin, Inc., Sabra Dipping Company, Capital One, and Amazon.com. Must have thorough knowledge of redevelopment issues and all aspects of growth management.

**Community Development**

The successful candidate must have a desire to work and be visible in an economically, socially and racially diverse community, demonstrating success in incorporating a wide range of opinions into recommended solutions. Experience working with and understanding the needs of the business and industrial communities is highly desirable. Candidate should be able to present a confident image of the local government to the community at large. Must be able to demonstrate a positive, productive attitude and relationship with residents and businesses of the community.

**Governmental Relations**

As a visible participant, must be able to relate to and develop a good working relationship with elected officials, constitutional officers, other localities, regional agencies and leaders, community organizations, schools, and state and federal agencies. As the Administrator of the largest populated locality in the metropolitan area, must model leadership in promoting regional cooperation. Incumbent also must have the ability to work cohesively with the county's School Superintendent and School Board to accomplish the common goal of maintaining an award-winning school system with a vision for the future.

**Future Challenges****Accelerated Development of the County's Non-Residential Tax Base**

Chesterfield County has identified expansion of its commercial and business tax base to provide current and future residents with quality jobs as a top priority. The county's next Administrator will face the challenge of maintaining and building upon the county's reputation as a business-friendly community and developing and implementing new strategies that place Chesterfield County in a lead position to recruit high quality jobs to the county.

**Growth Management and a Changing Community**

Chesterfield County continues to grow steadily, and the county's population is becoming more diverse. Household dynamics are also changing, including an aging population and the growth of non-family households. These population changes have significant impact on the type, expectations and nature of public services. As the county matures, opportunities and needs for revitalization of targeted areas are gaining importance. The county's next Administrator will face the challenge of developing and implementing strategies to positively manage new growth and attendant infrastructure needs, particularly those related to transportation; economic development; revitalization; and integrating new residents into the Chesterfield community and governance process. Revitalization efforts should complement the \$318 million school revitalization program.

**Maintaining the County's Strong Financial Position**

As the needs and demands for services created by a growing population increase, and state and federal support for local government operations continue to decline, the county's next Administrator will be faced with the challenge of identifying potential sources of new local revenues and creative means of financing government services while ensuring that the county's strong financial position is maintained. There will need to be a greater focus on limiting the unnecessary expansion of federal and state government programs to avoid the cost that is often passed on to localities.

**Preserving a High Performing, Top-Notch Workforce**

Chesterfield County has developed a high performing workforce centered on the principles of total quality management. Like most communities, a large number of county employees are approaching retirement eligibility. Within the next three months, 10 percent of the county's workforce will be eligible for full retirement benefits. While the county has proactively taken on the issue and developed a large number of talent management and succession planning efforts to address the problem, continued emphasis on replacing highly experienced workers will be a significant challenge as the county competes for a limited number of employees in the vibrant economy of the Richmond region. In addition to the challenge of replacing employees who become eligible for retirement, the county also faces the challenge of retaining other quality employees who voluntarily leave to pursue other opportunities.

## Qualifications

### Education and Experience

- Bachelor's degree in business or public administration, planning or related field is required; master's degree is preferred.
- Minimum of 10 years of public sector management experience as an executive in a comparably sized community is required.
- Other relevant leadership experience will be considered.

## Compensation and Benefits

Salary for the position is negotiable, based on qualifications and experience. The successful candidate will be offered a comprehensive benefits package to include:

- |  |                                       |
|--|---------------------------------------|
| • Virginia Retirement System             | • Health and Dental Insurance         |
| • Executive Leave Benefit                | • Paid Time Off Benefit               |
| • Paid Holidays                          | • Group Life Insurance                |
| • Professional Development Opportunities | • Short-Term and Long-Term Disability |
| • Tuition Assistance Program             | • Long-Term Care Insurance            |
| • Employee Assistance Program            | • Flexible Spending Accounts          |
| • Deferred Compensation                  |                                       |

## Application Process

The application deadline date is April 8, 2016. To be considered, please submit your cover letter, résumé with salary history, and five (5) professional references online at <https://waterscompany.recruitmenthome.com>.

Following the deadline date, resumes will be screened based on criteria established by the Chesterfield County Board of Supervisors. After the initial phase of the screening process, which will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the Board of Supervisors for their consideration. Finalists should be interviewed in Chesterfield County during late April/early May 2016.

An extensive background check and pre-employment drug test are required.

An Equal Opportunity Employer  
Committed to Workforce Diversity

## For More Information

Visit [www.chesterfield.gov](http://www.chesterfield.gov)

